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FIRST SERGEANT CAREFR LADDER, AFSC 10090

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OCCUPATIONAL SURVEY REPORT

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FIRST SERGEANT CAREER LADDER
AFSC 10090

AFPT 90-010-017

30 APRIL 1976

OCCUPATIONAL SURVEY BRANCH
USAF OCCUPATIONAL MEASUREMENT CENTER
LACKLAND AFB TEXAS 78236

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A

PREFACE

This report presents the results of a detailed Air Force Occupational Survey of the First Sergeant career ladder, AFSC 10090. The project was directed by USAF Program Technical Training, Volume 2, dated 1 October 1974. Authority for conducting specialty surveys is contained in AFM 35-2, paragraph 2-1. Computer outputs from which this report was produced are available for use by operating and training officials.

The survey instrument was developed by Mr. Reginald G. Nolte, Inventory Development Specialist. Capt Rodger D. Ballentine and Mr. James B. Keeth analyzed the survey data and wrote the final report. This report has been reviewed and approved by Major Thomas J. O'Connor, Chief, Operations/Support Career Ladders Analysis Section, Occupational Survey Branch, USAF Occupational Measurement Center, Lackland AFB, Texas, 78236.

Computer programs for analyzing the occupational data were designed by Dr. Raymond E. Christal, Occupational and Manpower Research Division, Air Force Human Resources Laboratory (AFHRL), and were written by the Project Analysis and Programming Branch, Computational Sciences Division, AFHRL.

Because volume reproduction of this report is not feasible, distribution is made on a loan basis to air staff sections and major commands upon request to the USAF Occupational Measurement Center, attention of the Chief, Occupational Survey Branch (OMY), Lackland AFB, Texas 78236.

This report has been reviewed and is approved.

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SUMMARY OF RESULTS

1. Job Satisfaction: All indices of job satisfaction were very high. Eighty-five percent of the incumbents found their job very interesting or extremely interesting. Approximately three-fourths of those surveyed felt their job utilized their talents and training at least very well. The 99 percent reenlistment rate for the period July through December 1975 appears to reflect the high job satisfaction of incumbents.
2. Career Ladder Structure: Analysis of the job structure revealed very similar job performance by survey respondents. Nearly all first sergeants perform a common core of tasks which accounts for approximately 50 percent of their job time. Minor differences were noted between incumbents in terms of number of tasks performed, concentration of time on tasks, and emphasis on administrative versus morale and discipline functions.
3. AFM 39-1 Evaluation: The duties and responsibilities outlined in AFM 39-1 were performed by 50 percent or more of the survey respondents. However, a high percentage of incumbents performed supply and equipment management duties which were not specifically covered in the current job description.
4. Write-In Comments: Some first sergeants used the survey booklet to express dissatisfaction with the large amount of time required to perform administrative and facilities management duties. Survey data indicated that the majority of respondents performed tasks related to these functions, and spent approximately 40 percent of their job time on these tasks.
5. Training Evaluation: Overall, the ATC-conducted First Sergeant Course provides supplemental training in the tasks performed by the majority of first sergeants. Training covering squadron mailroom activities and OJT programs, however, warranted further evaluation for appropriateness.

OCCUPATIONAL SURVEY REPORT
FIRST SERGEANT CAREER LADDER
AFSC 10090

INTRODUCTION

This is a report of an occupational survey of the First Sergeant career ladder, AFSC 10090, conducted by the Occupational Survey Branch, USAF Occupational Measurement Center, from December 1974 through February 1976.

The report describes: (1) development and administration of the survey instrument; (2) task performance of airmen grouped by background characteristics and similarity of tasks performed; (3) comparisons with current training and career field structure documents; and (4) recommended actions for further study.

INVENTORY DEVELOPMENT AND ADMINISTRATION

The data collection instrument for the occupational survey was USAF Job Inventory AFPT 90-010-017. The inventory booklet was composed of two parts: a background information section in which job incumbents provided information about themselves; and a duty-task list section which assessed the relative amount of time spent on tasks performed in their current jobs. The latter section consisted of 195 tasks grouped under seven headings. Thorough research of publications and directives, personal interviews with eight subject-matter specialists at one base, and written reviews from 42 experienced first sergeants contributed to the development of the survey instrument.

Consolidated base personnel offices in operational units worldwide received the inventory booklets for administration to 1,545 job incumbents holding the DAFSC identified above. Survey administration occurred during October 1975 through February 1976 based upon the 9 October 1975 Uniform Airman Record. After supplying identification and biographical information, incumbents checked and rated the tasks performed in their current job. Tasks were rated on a 9-point scale showing relative time spent on each task compared to all other tasks performed in the current job. The ratings ranged from 1 (very-small-amount time spent) through 5 (about-average time spent) to 9 (very-large-amount time spent). Respondents did not rate tasks not performed in their current job.

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Table 1 gives the distribution of assigned personnel in the career ladder as of 31 December 1975 and the percentage, by major command, of useable inventory booklets returned from the field. Of the 1,545 inventory booklets sent to the field, 12 percent were not returned, despite extensive follow-up; 10 percent were returned blank or not correctly filled out. The number of useable booklets returned from the field represents 78 percent of career field members surveyed, and is considered to be an adequate sample of the 10090 career ladder population.

TABLE 1
COMMAND REPRESENTATION IN THE SURVEY SAMPLE

<u>COMMAND</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF TOTAL SAMPLE</u>
SAC	21	22
ATC	13	12
TAC	12	13
MAC	12	12
USAFE	10	11
AFCS	8	7
ADC	6	6
PACAF	6	4
AFSC	4	5
USAFSS	2	2
AAC	2	2
AFLC	2	2
HQ COMMAND	1	1
OTHER	1	1

SUMMARY OF BACKGROUND INFORMATION

Each USAF Job Inventory contains a background information section in which the respondent reports information about himself and his job. This information for the first sergeants surveyed is summarized in the following paragraphs.

Over 96 percent of the sample were males who had completed high school, with 47 percent of those completing some education beyond high school. The majority of the respondents (58 percent) were in paygrade E-7, with 29 percent in paygrade E-8. The average active military service time for incumbents was 22 years. Sixty-eight percent had 48 months or less in the career field, with the average time being 43 months. Over 75 percent of the respondents were assigned to bases within the CONUS. Nearly two-thirds of the group worked in squadrons with an assigned strength of 101-400 personnel. Seventy-five percent had been assigned to their base for 36 months or less, with the average time at their present job being 15 months. As would be expected in this career ladder, the majority of incumbents (89 percent) were assigned by retraining or conversion from another specialty.

The overall job satisfaction of first sergeants was found to be high. Eighty-five percent of the incumbents found their job very interesting or extremely interesting. In addition, 78 percent perceived the job as utilizing their talents at least very well, with 73 percent expressing the same feelings about their training. These indices of job satisfaction were further supported by the 99 percent reenlistment rate for the period July through December 1975.

Responses to questions about reenlistment intentions provide some insight into the attrition rate for first sergeants. Approximately 15 percent of the first sergeants indicated they planned to leave the Air Force each year from 1976 through 1978, with 52 percent intending to retire in 1979 or later.

Information about the professional educational background of first sergeants was gathered through questions about the completion of subjects or courses relevant to their job. The courses completed by more than 30 percent of the first sergeants are listed in Table 2. Generally, completion of courses involving leadership and management training increased with service and career field experience.

The survey data were examined to determine the relationship between background information and career field experience, service experience, paygrade, squadron size, command assignment, and CONUS/Overseas assignment. The few notable trends in background information related to these variables are as follows:

1. Job interest and perceived utilization of talents and training remained high irrespective of these variables. As paygrade increased, the perceived utilization of training decreased slightly. First sergeants with more experience and higher paygrades were assigned to squadrons with more personnel. (See Tables 3 and 4).

2. Personnel assigned overseas averaged more time in the career field (55 months) as compared to those within the CONUS (39 months).

3. The background information varied slightly between MAJCOM groups, but there were no consistent patterns noted.

TABLE 2
COURSES OR SUBJECTS COMPLETED
BY 30 PERCENT OR MORE OF FIRST SERGEANTS

<u>COURSE OR SUBJECT</u>	<u>PERCENT OF TOTAL SAMPLE COMPLETING COURSE</u>
HUMAN RELATIONS	78
NCO ACADEMY	73
MANAGEMENT FOR AIR FORCE SUPERVISORS	73
EFFECTIVE WRITING	69
LEADERSHIP AND MANAGEMENT	45
FIRST SGT SCHOOL - 3AZR10090	44
FIRST SGT CAREER FIELD - CDC 10090	44
NCO LEADERSHIP SCHOOL	41
ON-THE-JOB ADMINISTRATION	37

TABLE 3
RELATIONSHIP OF EXPERIENCE LEVEL TO SQUADRON SIZE

EXPERIENCE	SQUADRON SIZE		
	1-300 (N=680)	301-600 (N=342)	601-900 (N=67)
AVERAGE MONTHS IN CAREER FIELD	40	46	49
AVERAGE MONTHS TAFMS	256	261	268

TABLE 4
COMPARISON OF PAYGRADE AND SQUADRON SIZE
(PERCENT RESPONDING)

PAYGRADE	SQUADRON SIZE		
	1-300 (N=680)	301-600 (N=342)	601-900 (N=67)
E-7	66	51	31
E-8	27	33	43
E-9	7	16	25

SUMMARY OF JOB PERFORMANCE DATA

The task performance of the first sergeant was measured by an inventory of task statements designed to reflect his job performance. Many tasks in the first sergeant's job, however, cannot be discretely categorized under a single duty heading. For example, the administrative task A19, "Establish unit documentation files," in some squadrons may be delegated by the first sergeant and therefore would be considered a supervisory task, whereas in other squadrons, this task may actually be performed by the first sergeant. Also, many tasks are interrelated and apply to several duty areas. For example, tasks G190-G194 are listed under the duty heading, "Maintaining Discipline," yet all involve administrative actions. In this light, the duty headings are primarily an aid to segregating duty areas, but specific tasks related to an aspect of the job may be interspersed throughout the inventory and can be grouped as required to examine a specific job function.

The overall task performance of first sergeants was found to be relatively homogeneous. Over half of the tasks in the inventory were performed by more than 50 percent of the incumbents surveyed. Twenty-nine tasks were performed by at least 90 percent of the respondents and together these tasks accounted for 34 percent of the first sergeant's time (see Table 5). An additional 23 tasks were performed by 80-89 percent of those surveyed. On the other end of the scale, 44 tasks were performed by less than 30 percent of the incumbents. All tasks in Duty D, "Training," except four (D101, D105, D118, and D119), were included in this total. The 21 tasks from other duty areas performed by 30 percent or less of survey respondents are listed in Table 6.

Of the seven duty areas listed in the inventory booklet, the tasks listed in Duty G, "Maintaining Discipline," accounted for nearly 23 percent of the total job time. The remaining percent time spent was fairly evenly distributed across the other duty areas, with the exception of Duty D, "Training." This duty accounted for only three percent of the first sergeant's time.

In general, the first sergeant's time was spent on a relatively small number of tasks. Survey data indicated that performance of only 45 tasks accounted for 50 percent of the job time. Of these 45 tasks, the most time spent was on 25 tasks related to maintaining discipline, morale, health and welfare. Many of these tasks are listed in Table 5. Performance of these tasks accounted for 28 percent of the first sergeant's time.

The survey data were examined to determine the relationship between job performance and career field experience, service experience, squadron size, command assignment, paygrade, and CONUS/Overseas assignment. It was found that the homogeneous nature of the first sergeant's job did not change with changes in these background variables. Notable trends in job performance related to these variables are as follows:

1. As career field and service experience increased, there was a slight increase in time spent on supervisory duties. Also, an increase was noted in the number of incumbents performing managerial/supervisory tasks as career field experience increased (see Table 7).

2. As noted earlier, higher ranking first sergeants tended to be assigned to larger squadrons. This relationship between paygrade progression and assignment to a larger squadron was similar in terms of task performance. As both paygrade and squadron size increased, there was a decline in percent members performing administrative actions. Tasks showing the decrease include directing maintenance of administrative files, evaluating unit documentation files, and establishing or maintaining personnel locator systems.

3. The percent time spent in each duty area did not vary significantly between major commands. As is indicative of the total sample, task performance is homogeneous across commands, with a high percentage of incumbents performing a common core of tasks. The 17 tasks performed by 90 percent or more of the incumbents in all commands are indicated by an asterisk in Table 5. Conversely, tasks outside the area of training which are performed by less than 30 percent of the incumbents in all commands are indicated by an asterisk in Table 6.

4. There were no notable differences in task performance related to assignment to CONUS or Overseas installations. The difference in percent members performing was less than 15 percent for any task.

TABLE 5

TASKS PERFORMED BY 90 PERCENT OR MORE OF FIRST SERGEANTS

* A5	ATTEND STAFF OR FIRST SERGEANTS MEETINGS
* A6	BRIEF COMMANDER ON STATUS OF SQUADRON OPERATIONS OR MORALE
* A22	ORGANIZE SELF-HELP PROJECTS, SUCH AS PAINTING OR GROUNDS BEAUTIFICATION
* A30	SCHEDULE OR APPROVE LEAVES OR PASSES
B37	CONDUCT OR PARTICIPATE IN STAFF MEETINGS
* B39	COUNSEL PERSONNEL ON PERSONAL OR MILITARY RELATED PROBLEMS
* C71	CONFER WITH SUPERVISORS OF ASSIGNED PERSONNEL ON POSSIBLE PROBLEMS, SUCH AS WORK STANDARDS OR PERSONNEL APPEARANCE
C90	INSPECT PERSONNEL OR PERSONAL EQUIPMENT
C94	REVIEW OR PROCESS LEAVE REQUESTS
E148	SELECT PERSONNEL FOR SPECIAL DETAILS OR DUTIES
* F153	ARRANGE FOR RELEASE OF PERSONNEL APPREHENDED BY LAW ENFORCEMENT AUTHORITIES
F154	COUNSEL PERSONNEL INVOLVED IN ON-BASE DOMESTIC DISPUTES
* F155	COUNSEL UNIT PERSONNEL ON DRUGS OR ALCOHOL ABUSE
F166	PERFORM VISITS TO UNIT PERSONNEL IN HOSPITALS IN ORDER TO RENDER AID OR ASSISTANCE
F170	REFER MILITARY OR DEPENDENT PERSONNEL TO SERVICE OR WELFARE AGENCIES
* F171	REVIEW REQUESTS FOR INDIVIDUAL CARE OR ATTENTION SUCH AS AIR FORCE AID, RED CROSS, OR CREDIT UNION SERVICES
G174	CONDUCT NO-NOTICE BARRACKS INSPECTIONS
* G175	CONFER WITH LAW ENFORCEMENT AGENCIES ON MATTERS PERTAINING TO SQUADRON PERSONNEL
* G176	CONFER WITH OR ADVISE COMMANDER ON DISCIPLINARY MATTERS
* G179	COUNSEL PERSONNEL ON BAD CHECKS
* G180	COUNSEL PERSONNEL ON MILITARY CUSTOMS, COURTESY, OR CONDUCT
* G181	COUNSEL PERSONNEL ON PROBLEMS OF INDEBTEDNESS
* G182	ENFORCE DISCIPLINE AS ORDERED BY COMMANDER
* G185	INSPECT DORMITORIES FOR CLEANLINESS OR APPEARANCE
* G186	MAKE ON-THE-SPOT CORRECTIONS OF UNMILITARY CONDUCT
G187	NOTIFY UNIT SUPERVISORS OF COMMANDERS CALLS
G190	PREPARE OR DIRECT PREPARATION OF CORRESPONDENCE FOR INCIDENT REPORTS INVOLVING ASSIGNED PERSONNEL
G191	PREPARE OR DIRECT PREPARATION OF CORRESPONDENCE FOR NON-JUDICIAL PUNISHMENTS
G194	REVIEW TRAFFIC VIOLATION FILES TO DETERMINE IF DISCIPLINARY ACTION IS REQUIRED

* Tasks performed by 90 percent or more of first sergeants in all commands

TABLE 6

TASKS, IN AREAS OTHER THAN TRAINING, PERFORMED BY LESS THAN 30 PERCENT OF FIRST SERGEANTS

A1	ACT AS TRAINING ADVISOR AT STAFF LEVEL
A13	DEVELOP ORGANIZATIONAL CHARTS
A19	ESTABLISH UNIT DOCUMENTATION FILES
A21	ORGANIZE OR MONITOR REPORTS CONTROL SYSTEMS (RCS)
* A27	PLAN SECURITY PROGRAMS
* A31	SELECT BIVOUAC AREAS OR CAMPSITES
* A33	SERVE ON JOB EVALUATION BOARDS
* B42	DIRECT MAILROOM OPERATIONS
B46	DIRECT OR IMPLEMENT ON-THE-JOB-TRAINING (OJT) PROGRAMS
B50	DRAFT OR REVISE JOB DESCRIPTIONS
* B51	ESTABLISH OR MAINTAIN PUBLICATIONS LIBRARIES
B54	IMPLEMENT SECURITY PROGRAMS
* B59	MAINTAIN CONTINGENCY PLANS
B65	SUPERVISE CIVILIAN PERSONNEL
C80	EVALUATE JOB DESCRIPTIONS
C82	EVALUATE OR REVIEW PRO-PAY ROSTERS
E126	APPROVE REQUESTS FOR MILEAGE EXTENSIONS
* E134	INSPECT OFFICES OF PRIMARY RESPONSIBILITY (OPR) FOR PROPER MAINTENANCE OF DOCUMENTATION FILES
* E137	ORGANIZE MOTOR VEHICLE CONTROL TEAMS OR FLIGHTS
* E141	PREPARE OR SUPERVISE REQUESTS FOR ACCESS AUTHORITIES
G188	ORGANIZE OR CONDUCT CORRECTIONAL CUSTODY PROGRAMS

* Tasks performed by less than 30 percent of first sergeants in all commands

TABLE 7

RELATIONSHIP BETWEEN MANAGERIAL/SUPERVISORY TASK PERFORMANCE AND CAREER FIELD EXPERIENCE
(PERCENT MEMBERS PERFORMING)

TASK	1-12 MOS (N=235)	13-24 MOS (N=256)	25-48 MOS (N=313)	49-96 MOS (N=268)	97+ MOS (N=129)
E142 PREPARE SERIOUS INCIDENT REPORTS (SIR) FOR HIGHER HEADQUARTERS	18	27	34	36	45
F165 PERFORM EVALUATIONS OF OFF-BASE RECREATIONAL FACILITIES	37	43	48	53	63
B36 CONDUCT MARRIAGE COUNSELING ACTIVITIES	50	62	67	75	75
C81 EVALUATE MAINTENANCE OR USE OF WORKSPACE, EQUIPMENT, OR SUPPLIES	42	52	54	56	64
C86 EVALUATE SUGGESTIONS	32	39	42	44	53
E146 REVIEW REPORTS OF SURVEY FORMS (DD FORM 200)	25	32	33	43	46
B44 DIRECT MAINTENANCE OR UTILIZATION OF EQUIPMENT	41	53	52	58	61
A29 REVIEW UNIT EMERGENCY OR DISASTER PLANS	41	54	49	56	61
A32 SERVE ON AIRMAN CLASSIFICATION BOARDS	29	39	41	47	49
A21 ORGANIZE OR MONITOR REPORTS CONTROL SYSTEMS (RCS)	20	22	27	29	40
F168 PLAN OR ORGANIZE CIVIC ACTION PROJECTS	29	35	39	45	49
A4 ASSIGN PERSONNEL TO DUTY POSITIONS	37	42	43	51	57
C70 ANALYZE WORK LOAD REQUIREMENTS	28	33	33	41	47
C83 EVALUATE PROCEDURES FOR STORAGE, INVENTORY, OR INSPECTION OF PROPERTY ITEMS	54	59	62	61	74
C89 EVALUATE WORK SCHEDULES	29	34	34	41	48

CAREER LADDER STRUCTURE

The job structure of the First Sergeant career ladder was determined on the basis of similarity in the tasks performed by incumbents and time spent on these tasks, independent of background variables. This structure analysis thus provided an objective indication of how much task overlap existed among the various groups of incumbents.

Detailed job analysis indicated that while many separate groups of incumbents were identified within the career ladder, these groups did not differ significantly from each other in terms of tasks performed. In general, all first sergeants were found to perform a common core of tasks. These tasks are primarily those listed in Table 5. Almost without exception, performance on these common tasks accounted for approximately 50 percent of the job time in each group identified. There were, however, some minor differences noted among several of the groups, primarily in terms of percent members performing and percent time spent on these common tasks. Also, the number of tasks performed by group members varied. These differences did not seem to be related to any identifiable background variable or to job location, but probably occurred as a result of squadron requirements, manning, and the commander's utilization of the first sergeant.

The largest percentage of first sergeants surveyed could be grouped into one of two main groups. These two groups comprised nearly 90 percent of the total sample. The first group was comprised of 223 incumbents who concentrated their job performance on a limited number of tasks. For this group, only 35 tasks were found to consume 50 percent of their job time. As a consequence, these members tended to concentrate more time on each task. Like all first sergeants, these members spent the largest portion of their job time on tasks related to maintaining discipline, morale, health, and welfare. Since most of the tasks performed in these areas were the same tasks performed by other first sergeants, the only noticeable difference distinguishing this group from other first sergeants was the smaller number of tasks performed and greater amount of time spent on each task.

The second major group identified was comprised of 789 members. These individuals performed the same common core of tasks performed by the first group but spent less time in the areas of discipline, health, morale, and welfare. A higher percentage of group members performed supervisory administrative tasks. This group also performed a higher number of tasks than the first group. Within this second group of incumbents, job groups were identified with subtle differences in emphasis on supervisory tasks in Duties A, B, and C. The tasks performed by 90 percent or more of all first sergeants still constituted the primary job of these group members.

Table 8 reflects the differences between the two groups in terms of percent members performing supervisory administrative tasks. Table 9 reflects differences on percent time spent on tasks related to maintaining discipline.

Little difference was found in terms of background variables between these two main groups. However, the larger group did indicate higher job satisfaction and perceived utilization of talents and training.

In addition to the two primary groups already described, several other small job type groups were identified. Again, these groups varied primarily in the number of tasks performed and time spent on tasks in the same way that the two large groups differed. Very little difference was noted in their primary job performance as compared to the two primary groups.

In summary, analysis of the job structure of the First Sergeant career ladder revealed highly similar job performance by survey respondents. Nearly all first sergeants perform the same group of tasks for varying amounts of time, with only minor differences occurring between groups of incumbents.

TABLE 8

COMPARISON OF PERCENT MEMBERS PERFORMING SUPERVISORY ADMINISTRATIVE TASKS

	TASK	GRP108 (N=223)	GRP111 (N=789)
C86	EVALUATE UNIT DOCUMENTATION FILES	10	63
C72	EVALUATE ADMINISTRATIVE FORMS, FILES, OR PROCEDURES	23	73
E131	DIRECT PROCEDURES FOR HANDLING INSPECTOR GENERAL (IG) SPECIAL SUBJECTS	25	73
A28	REVIEW UNIT DOCUMENTATION FILES	26	72
B35	COMPLETE PERSONNEL ACTION REQUESTS	20	66
B43	DIRECT MAINTENANCE OF ADMINISTRATIVE FILES	21	66
B48	DIRECT PREPARATION OF PERSONNEL ACTION REQUESTS	28	72
A29	REVIEW UNIT EMERGENCY OR DISASTER PLANS	21	64
C84	EVALUATE SAFETY OR SECURITY PROGRAMS	16	59
E133	ESTABLISH OR SUPERVISE PROCEDURES FOR HANDLING AWARDS OR DECORATIONS	38	78
C73	EVALUATE ALERT OR EMERGENCY PROCEDURES	21	60

TABLE 9

COMPARISON OF PERCENT TIME SPENT ON TASKS RELATED TO MAINTAINING DISCIPLINE

	TASK	GRP108 (N=223)	GRP111 (N=789)
G185	INSPECT DORMITORIES FOR CLEANLINESS OR APPEARANCE	2.21	1.35
G181	COUNSEL PERSONNEL ON PROBLEMS OF INDEBTEDNESS	1.78	1.13
G182	ENFORCE DISCIPLINE AS ORDERED BY COMMANDER	1.81	1.20
G180	COUNSEL PERSONNEL ON MILITARY CUSTOMS, COURTESY, OR CONDUCT	1.75	1.16
G176	CONFER WITH OR ADVISE COMMANDER ON DISCIPLINARY MATTERS	1.80	1.22
G174	CONDUCT NO-NOTICE BARRACKS INSPECTIONS	1.59	1.01
G186	MAKE ON-THE-SPOT CORRECTIONS OF UNMILITARY CONDUCT	1.71	1.16
G179	COUNSEL PERSONNEL ON BAD CHECKS	1.56	1.02
G175	CONFER WITH LAW ENFORCEMENT AGENCIES ON MATTERS PERTAINING TO SQUADRON PERSONNEL	1.46	1.00
G191	PREPARE OR DIRECT PREPARATION OF CORRESPONDENCE FOR NON-JUDICIAL PUNISHMENTS	1.52	1.07
G194	REVIEW TRAFFIC VIOLATION FILES TO DETERMINE IF DISCIPLINARY ACTION IS REQUIRED	1.41	.97

AFM 39-1 EVALUATION

The first sergeant job description outlined in the Airman Classification Manual, AFM 39-1, was compared to the survey data. Overall, the duties and responsibilities in AFM 39-1 were being performed by 50 percent or more of the survey respondents.

However, there were several tasks performed by a high percentage of the incumbents which seemed to involve a duty not included in the current job description. These tasks are related to the care and upkeep of supplies and equipment (see Table 10). Because of the high percentage of incumbents performing supply and equipment custodial tasks, consideration should be given to including this duty in the first sergeant job description.

TABLE 10

TASKS WHICH ARE PERFORMED BY 50 PERCENT OR MORE OF
SURVEY RESPONDENTS BUT NOT INCLUDED IN AFM 39-1
(PERCENT MEMBERS PERFORMING)

TASK		TOTAL SAMPLE (N=1202)
B62	PREPARE REQUISITIONS FOR SUPPLIES OR EQUIPMENT, SUCH AS DAYROOM FURNITURE	85
A11	DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	81
B58	INVENTORY EQUIPMENT, TOOLS, OR SUPPLIES	67
C83	EVALUATE PROCEDURES FOR STORAGE, INVENTORY, OR INSPECTION OF PROPERTY ITEMS	61
B44	DIRECT MAINTENANCE OR UTILIZATION OF EQUIPMENT	52
C81	EVALUATE MAINTENANCE OR USE OF WORKSPACE, EQUIPMENT OR SUPPLIES	52

WRITE-IN COMMENTS

In the development of the survey instrument, every effort was made to include all duties and tasks important to the accuracy and completeness of the survey. However, due to the possibility of omitting one or more important duties or tasks, instructions for completing the inventory urged respondents to write in any duties or tasks not listed. In this survey, two tasks not included in the task list were frequently written in: APR monitor, and visiting assigned personnel in work areas. In addition, many incumbents also used the survey booklet to express personal opinions about their job. Approximately 25 percent of these opinions expressed dissatisfaction with the large amount of time required to perform administrative and dormitory support functions. Incumbents generally stated that the time required in these two areas detracted from the people-oriented aspects of this job (e.g. counseling, visiting assigned personnel, and morale related activities).

The most frequently mentioned administrative duty was drafting correspondence for incident, discipline, indebtedness, and separation actions often requiring legal coordination. Numerous other routine administrative actions such as maintaining rosters, records, files, and answering telephone inquiries were mentioned as time consuming. Written comments concerning dormitory upkeep included the following: supervising cleaning details; coordinating CE and self-help maintenance; and acting as building, equipment, and supply custodian. In their written comments, several first sergeants suggested the authorization of a duty sergeant to manage dormitory care and the administrative work load.

The first sergeant's job performance was examined in light of these write-in comments. Supervisory administrative tasks performed by 50 percent or more of the survey respondents are listed in Table 11. These thirteen supervisory administrative tasks together account for seven percent of the job time. Administrative tasks performed by the majority of survey respondents are listed in Table 12. These 29 tasks account for an additional 24 percent of the job time. Together, these 42 administrative tasks account for approximately 31 percent of first sergeant's job time. Information about the job performance in the area of dormitory care is presented in Table 13. This table includes 11 tasks which were performed by 50 percent or more of the job incumbents. These 11 tasks account for nine percent of the job time. Together, the time spent on administrative and dormitory related tasks performed by the majority of incumbents accounts for 40 percent of the job time.

TABLE 11
SUPERVISORY ADMINISTRATIVE TASKS PERFORMED BY
50 PERCENT OR MORE OF FIRST SERGEANTS

<u>TASK</u>	<u>PERCENT MEMBERS PERFORMING</u>	<u>PERCENT TIME SPENT</u>
A30 SCHEDULE OR APPROVE LEAVES OR PASSES	95	1.14
E130 DIRECT ADMINISTRATION OF MEAL CARD CONTROLS	76	.73
B66 SUPERVISE ADMINISTRATIVE SPECIALISTS (AFSC 70250) PERSONNEL	67	.71
C79 EVALUATE INSPECTION REPORTS OR PROCEDURES	69	.66
B67 SUPERVISE ADMINISTRATIVE SUPERVISOR (AFSC 70270) PERSONNEL	59	.61
E133 ESTABLISH OR SUPERVISE PROCEDURES FOR HANDLING AWARDS OR DECORATIONS	63	.55
E131 DIRECT PROCEDURES FOR HANDLING INSPECTOR GENERAL (IG) SPECIAL SUBJECTS	56	.46
C72 EVALUATE ADMINISTRATIVE FORMS, FILMS, FILES, OR PROCEDURES	57	.46
B48 DIRECT PREPARATION OF PERSONNEL ACTION REQUESTS	57	.45
A28 REVIEW UNIT DOCUMENTATION FILES	58	.43
B35 COMPLETE PERSONNEL ACTION REQUESTS	51	.41
B43 DIRECT MAINTENANCE OF ADMINISTRATIVE FILES	52	.38
A29 REVIEW UNIT EMERGENCY OR DISASTER PLANS	51	.34

SUM OF PERCENT TIME SPENT BY ALL MEMBERS = 7.33

TABLE 12

ADMINISTRATIVE TASKS PERFORMED BY 50 PERCENT OR MORE OF FIRST SERGEANTS

<u>TASK</u>	<u>PERCENT MEMBERS PERFORMING</u>	<u>PERCENT TIME SPENT</u>
G191 PREPARE OR DIRECT PREPARATION OF CORRESPONDENCE FOR NON-JUDICIAL PUNISHMENTS	92	1.17
G190 PREPARE OR DIRECT PREPARATION OF CORRESPONDENCE FOR INCIDENT REPORTS INVOLVING ASSIGNED PERSONNEL	92	1.14
C93 REVIEW CORRESPONDENCE, MESSAGES, OR REPORTS	88	1.12
C94 REVIEW OR PROCESS LEAVE REQUESTS	91	1.11
B49 DRAFT CORRESPONDENCE OR MESSAGES	86	1.07
E148 SELECT PERSONNEL FOR SPECIAL DETAILS OR DUTIES	92	1.06
G194 REVIEW TRAFFIC VIOLATION FILES TO DETERMINE IF DISCIPLINARY ACTION IS REQUIRED	92	1.06
E140 PREPARE OR MAINTAIN DUTY ROSTERS	82	1.03
F171 REVIEW REQUESTS FOR INDIVIDUAL CARE OR ATTENTION SUCH AS AIR FORCE AID, RED CROSS, OR CREDIT UNION SERVICES	92	.96
E136 MAINTAIN DAILY OCCUPANCY TOTALS ON DORMITORY SPACE AVAILABILITY	85	.94
G187 NOTIFY UNIT SUPERVISORS OF COMMANDERS CALLS	91	.93
C87 EVALUATE UIF	84	.93
B62 PREPARE REQUISITIONS FOR SUPPLIES OR EQUIPMENT, SUCH AS DAYROOM FURNITURE	85	.89
G192 PROCESS SEPARATION ACTIONS	78	.86
E125 ANSWER INQUIRIES PERTAINING TO SQUADRON ADMINISTRATIVE OPERATIONS	78	.82
B60 MAINTAIN UNIT UNFAVORABLE INFORMATION FILES (UIF)	73	.79
B38 COORDINATE CORRESPONDENCE OR MESSAGES WITH OTHER STAFF AGENCIES	76	.77
G177 COORDINATE ON PREPARATION OF COURT-MARTIAL CHARGES WITH BASE LEGAL OFFICE	80	.77

TABLE 12 (CONTINUED)

ADMINISTRATIVE TASKS PERFORMED BY 50 PERCENT OR MORE OF FIRST SERGEANTS

TASK	PERCENT MEMBERS PERFORMING	PERCENT TIME SPENT
E149	83	.74
E144	69	.72
E145	70	.66
C79	69	.66
G193	83	.62
A17	76	.61
E150	67	.57
E143	67	.49
E132	55	.47
C96	50	.42
A7	57	.35

SUM OF PERCENT TIME SPENT BY ALL MEMBERS = 23.73

TABLE 13

DORMITORY CARE TASKS PERFORMED BY
50 PERCENT OR MORE OF FIRST SERGEANTS

<u>TASK</u>	<u>PERCENT MEMBERS PERFORMING</u>	<u>PERCENT TIME SPENT</u>
G185 INSPECT DORMITORIES FOR CLEANLINESS OR APPEARANCE	98	1.69
G174 CONDUCT NO-NOTICE BARRACKS INSPECTIONS	95	1.22
A22 ORGANIZE SELF-HELP PROJECTS, SUCH AS PAINTING OR GROUNDS BEAUTIFICATION	92	1.09
B62 PREPARE REQUISITIONS FOR SUPPLIES OR EQUIPMENT, SUCH AS DAYROOM FURNITURE	85	.89
A11 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	81	.77
B58 INVENTORY EQUIPMENT, TOOLS, OR SUPPLIES	67	.62
C91 INSPECT SQUADRON MAINTENANCE PROJECTS PERFORMED BY BASE SERVICE OR CONTRACT ORGANIZATIONS	60	.59
C83 EVALUATE PROCEDURES FOR STORAGE, INVENTORY, OR INSPECTION OF PROPERTY ITEMS	61	.53
A12 DETERMINE WORK PRIORITIES	55	.45
B44 DIRECT MAINTENANCE OR UTILIZATION OF EQUIPMENT	52	.44
C81 EVALUATE MAINTENANCE OR USE OF WORKSPACE, EQUIPMENT, OR SUPPLIES	52	.41

SUM OF PERCENT TIME SPENT BY ALL MEMBERS = 8.64

TASK DIFFICULTY

From a listing of airmen identified for the 10090 job survey, incumbents from various commands and locations were selected for rating task difficulty. Tasks were rated on a seven-point scale from very-much-below average to very-much-above average difficulty, with difficulty defined as the length of time it takes an average incumbent to learn to do the task. Interrater agreement among the 75 raters who returned useable booklets was .94. Ratings were adjusted so that tasks of average difficulty have ratings of 5.00.

As mentioned earlier in this report, 29 tasks in the inventory were performed by 90 percent or more of the survey respondents. Table 14 lists those tasks performed by 90 percent or more which were rated above average in difficulty. Many of these tasks are related to maintaining squadron discipline or morale, involving counseling personnel, and advising the commander on discipline or morale. Other above average difficulty tasks performed by a majority of the incumbents include all aspects of the first sergeant's job.

Table 15 lists those tasks performed by 90 percent or more which were rated below average in difficulty. The tasks rated below average in difficulty seem to be related to routine administrative duties such as reviewing or processing leave requests. Also many of the less difficult tasks involve the utilization, maintenance, and inspection of equipment, supplies, and facilities.

TABLE 14

TASKS ABOVE AVERAGE IN DIFFICULTY PERFORMED BY 90 PERCENT OR MORE SURVEY RESPONDENTS

	TASK	DIFFICULTY INDEX	PERCENT MEMBERS PERFORMING
B39	COUNSEL PERSONNEL ON PERSONAL OR MILITARY RELATED PROBLEMS	7.5	98
F155	COUNSEL UNIT PERSONNEL ON DRUGS OR ALCOHOL ABUSE	7.2	94
F154	COUNSEL PERSONNEL INVOLVED IN ON-BASE DOMESTIC DISPUTES	7.1	93
G191	PREPARE OR DIRECT PREPARATION OF CORRESPONDENCE FOR NON-JUDICIAL PUNISHMENTS		
G182	ENFORCE DISCIPLINE AS ORDERED BY COMMANDER	6.8	92
G176	CONFER WITH OR ADVISE COMMANDER ON DISCIPLINARY MATTERS	6.3	97
G181	COUNSEL PERSONNEL ON PROBLEMS OF INDEBTEDNESS	6.2	98
A6	BRIEF COMMANDER ON STATUS OF SQUADRON OPERATIONS OR MORALE	6.2	97
G179	COUNSEL PERSONNEL ON BAD CHECKS	5.9	97
C71	CONFER WITH SUPERVISORS OF ASSIGNED PERSONNEL ON POSSIBLE PROBLEMS, SUCH AS WORK STANDARDS OR PERSONNEL APPEARANCE	5.8	96
F153	ARRANGE FOR RELEASE OF PERSONNEL APPREHENDED BY LAW ENFORCEMENT AUTHORITIES	5.8	93
G190	PREPARE OR DIRECT PREPARATION OF CORRESPONDENCE FOR INCIDENT REPORTS INVOLVING ASSIGNED PERSONNEL	5.7	94
G180	COUNSEL PERSONNEL ON MILITARY CUSTOMS, COURTESY, OR CONDUCT	5.6	92
G194	REVIEW TRAFFIC VIOLATION FILES TO DETERMINE IF DISCIPLINARY ACTION IS REQUIRED	5.6	98
G185	INSPECT DORMITORIES FOR CLEANLINESS OR APPEARANCE	5.1	91
		5.1	98

TABLE 15

TASKS BELOW AVERAGE IN DIFFICULTY PERFORMED BY 90 PERCENT OR MORE SURVEY RESPONDENTS

	TASK	DIFFICULTY INDEX	PERCENT MEMBERS PERFORMING
F171	REVIEW REQUESTS FOR INDIVIDUAL CARE OR ATTENTION SUCH AS AIR FORCE AID, RED CROSS, OR CREDIT UNION SERVICES	4.9	92
C90	INSPECT PERSONNEL OR PERSONAL EQUIPMENT	4.9	91
G186	MAKE ON-THE-SPOT CORRECTIONS OF UNMILITARY CONDUCT	4.8	98
G175	CONFER WITH LAW ENFORCEMENT AGENCIES ON MATTERS PERTAINING TO SQUADRON PERSONNEL	4.7	95
B37	CONDUCT OR PARTICIPATE IN STAFF MEETINGS	4.7	93
A22	ORGANIZE SELF-HELP PROJECTS, SUCH AS PAINTING OR GROUNDS BEAUTIFICATION	4.6	92
G174	CONDUCT NO-NOTICE BARRACKS INSPECTIONS	4.6	95
E148	SELECT PERSONNEL FOR SPECIAL DETAILS OR DUTIES	4.5	92
C94	REVIEW OR PROCESS LEAVE REQUESTS	4.2	91
F170	REFER MILITARY OR DEPENDENT PERSONNEL TO SERVICE OR WELFARE AGENCIES	4.2	91
F166	PERFORM VISITS TO UNIT PERSONNEL IN HOSPITALS IN ORDER TO RENDER AID OR ASSISTANCE	3.8	95
A5	ATTEND STAFF OR FIRST SERGEANTS MEETINGS	3.5	98
A30	SCHEDULE OR APPROVE LEAVES OR PASSES	3.4	94
G187	NOTIFY UNIT SUPERVISORS OF COMMANDERS CALLS	2.6	91

TRAINING

Formal training for the first sergeant career field consists of ECI Course CDC 10090 and the ATC First Sergeant Course 3AZR10090. It is interesting to note that only 44 percent of the survey respondents had completed either of these courses. AFR 39-16 directs major commands to schedule Course 3AZR10090 attendance at the earliest possible date after approval of retraining. This course is four weeks in length and includes training in communicative skills, human relations, unit administration, procedural actions, counseling, and military justice. The projected training flow for FY 76 is 700 graduates.

The Plan of Instruction (POI) for Course 3AZR10090, dated 15 January 1976, was evaluated using the task performance data for 491 incumbents with 1-24 months in the career field. It should be noted that these data parallel closely the data for the total sample. Matching task performance data with course objectives was difficult because the training is oriented toward background information rather than proficiency in performing specific tasks. Performance data for all tasks in the inventory relevant to a block of instruction were evaluated as a group to determine the adequacy of training.

Overall, it appears that Course 3AZR10090 is concentrating training in areas reflecting high job performance. All areas of instruction in the POI except Block II 1c(3) and Block III 2 could be correlated to tasks performed by at least 30 percent of the incumbents with 1-24 months in the career field. Block II 1c(3) covers squadron mail activities. Inventory task B42, "Direct mailroom operations", is performed by only four percent of this group. Block III 2 is one hour in duration and the course objective is to "Identify procedures used to coordinate, support, and monitor squadron OJT program." Inventory tasks involving OJT programs were performed by less than 25 percent of the incumbents with 1-24 months in the career field. Generally, all tasks listed under Duty D, "Training", were performed by a low percentage of survey respondents. The relatively low performance of OJT training and mailroom operation tasks should be considered in future training evaluations. Table 16 presents sections of the Course Training Standard, CTS KE52-3AZR10090, for which related tasks were performed by less than 50 percent of the total sample.

In the task difficulty section of this report, it was noted that counseling tasks were rated above average in difficulty. In addition, these tasks are performed by a high percentage of the first sergeants. Perhaps an evaluation of the adequacy of seven hours of training in this area is also warranted.

TABLE 16

TASKS RELATED TO CTS WHICH ARE PERFORMED BY LESS THAN 50 PERCENT OF FIRST SERGEANTS

CTS SUBJECT AREA	RELATED INVENTORY TASK(S)	PERCENT MEMBERS PERFORMING (N=1202)	DIFFICULTY INDEX
2c - FILE PUBLICATIONS, FORMS, AND DIRECTIVES	B51 - ESTABLISH OR MAINTAIN PUBLICATIONS LIBRARIES	19	4.8
2g - MONITOR SQUADRON MAIL COLLECTION/DISTRIBUTION ACTIVITY	B42 - DIRECT MAILROOM OPERATIONS	6	4.8
3e - INFORMATION SECURITY PROGRAM	A27 - PLAN SECURITY PROGRAMS B54 - IMPLEMENT SECURITY PROGRAMS C84 - EVALUATE SAFETY OR SECURITY PROGRAMS	21 27 45	5.8 5.6 5.0
3n - BUDGET SUBMISSION AND MANAGEMENT	A15 - DRAFT BUDGET OR FINANCIAL REQUIREMENTS C74 - EVALUATE BUDGETING AND FINANCIAL REQUIREMENTS	44 42	7.5 6.9
5b - COORDINATE AND SUPPORT OJT PROGRAM	B46 - DIRECT OR IMPLEMENT ON-THE-JOB-TRAINING PROGRAMS C85 - EVALUATE SQUADRON OJT PROGRAMS D98 - ASSIGN OJT TRAINERS D102 - CONDUCT OJT D112 - ESTABLISH OR MAINTAIN STUDY REFERENCE FILES D113 - EVALUATE OJT TRAINING D122 - VERIFY PERSONNEL ARE ENROLLED IN CDC	27 33 14 20 8 24 9	5.8 5.4 4.0 5.0 4.6 4.8 3.0

TABLE 16 (CONTINUED)

TASKS RELATED TO CTS WHICH ARE PERFORMED BY LESS THAN 50 PERCENT OF FIRST SERGEANTS

CTS SUBJECT AREA	RELATED INVENTORY TASK(S)	PERCENT MEMBERS PERFORMING (N=1202)	DIFFICULTY INDEX
5c - MONITOR TRAINING PROGRESSION OF SUBORDINATES	D105 - COUNSEL TRAINEES ON TRAINING PROGRESS	34	4.9
5g - AEROBICS AND WEIGHT CONTROL PROGRAMS	D101 - CONDUCT MILITARY TRAINING PROGRAMS SUCH AS PHYSICAL FITNESS OR WEIGHT CONTROL PROGRAMS	43	4.4
	D118 - ORGANIZE MILITARY TRAINING PROGRAMS SUCH AS PHYSICAL FITNESS OR WEIGHT CONTROL PROGRAMS	41	4.7
6k - CORRECTIONAL CUSTODY PROCEDURES	G188 - ORGANIZE OR CONDUCT CORRECTIONAL CUSTODY PROGRAMS	27	5.4
9f - CIVIC ACTION PROJECTS	F168 - PLAN OR ORGANIZE CIVIC ACTION PROJECTS	38	5.7

COMPARISON OF CURRENT SURVEY TO 1969 STUDY

The results of this survey were compared to those of Occupation Survey Report 90-010-017, conducted for AFSCs 10070 and 10090 during 1969, with very similar results being noted. The comparison revealed the following conclusions:

1. The percentage of incumbents in the grade of E-7 was approximately the same in both surveys. However, there was an increase of 13 percent in the number of incumbents in paygrade E-8 since the last survey.

2. In the current survey, there was an increase in the TAFMS time of first sergeants and a slight decrease in the percentage of incumbents with more than four years in the career field.

3. There was no significant difference in the job satisfaction or perceived utilization of talents and training.

4. Generally, the task performance of incumbents was similar. Many of the same tasks were performed by high percentages of incumbents in both studies, with the current survey indicating slightly more concentration of time on these commonly performed tasks. In addition, the current survey showed an increase in time spent on tasks related to maintaining discipline, health, morale, and welfare and a corresponding decrease in performance and time spent on administrative tasks.

5. Trends in job performance related to squadron size and experience level were similar in both surveys.